CATALYST
CONSULTING GROUP, INC.

Deliverable 1.2: VoteCal Communications Plan

VoteCal Statewide Voter Registration System Project

State of California, Secretary of State (SOS)

October 6, 2009
Version: 2.0

CATALYST
CONSULTING GROUP, INC.

Work Product Acceptance Form

Catalyst Consulting Group is pleased to present the following VoteCal Project work product/deliverable. This work product is now complete and is ready for the Secretary of State to review and approve.

Work Product:	Deliverable 1.2 Communications Plan
SOW Reference #:	Attachment 1 Statement of Work
	Exhibit 2 VoteCal System Task and Deliverables
Delivery Date:	October 6, 2009

Secretary of State

By: _Mary Winkley_

Date: _10/15/09_

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Version Control

Date	Document Version	Document Revision Description	Revision Author
09/27/2009	1.0	Draft Plan Submitted to SOS for Review	Matthew Benton
10/01/2009	1.1	Incorporated SOS Review Feedback	Kurt Schwartz
10/05/2009	*2.0	Submitted to SOS (*Reversioned)	Kurt Schwartz
10/06/2009	*3.0	Submitted to SOS for Approval (*Reversioned)	Don Westfall
10/06/2009	2.0	Submitted to SOS for Approval	Don Westfall

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1. Introduction

This document is Deliverable 1.2, the VoteCal Communications Plan. It has been developed by Catalyst Consulting Group (Catalyst) to the specifications presented in Deliverable Expectation Document (DED) 1.2, VoteCal Communications Plan and as reviewed by the Secretary of State (SOS).

For the purposes of this document, the VoteCal Communications Plan (Deliverable 1.2) will be referenced as the Communications Management Plan maintaining consistency with the Project Management Body of Knowledge (PMBOK) methodology and naming conventions. Furthermore, this plan has a sister plan, the "SOS VoteCal Communication Plan", that is produced and maintained by SOS. The SOS Communications Management Plan defines the communication management process being followed by SOS for managing communications affecting the overall project. Unless explicitly stated otherwise, references such as Communications Management Plan and communications management process are intended to reflect the plan, process, resources, and components managed by Catalyst.

1.1 Purpose and Objectives

This Communications Management Plan describes the communications support provided by Catalyst in support of the SOS Communications Management Plan.

The goals of the Catalyst Communications Management Plan process are to:

- Define how Catalyst will support the SOS Communications Management Plan;
- Describe other supporting communication that will be conducted as part of Catalyst's project management duties; and
- Compliment the SOS Communications Management Plan and amend the plan with additional detail for project management-related communications.

1.2 Scope

The Catalyst Communications Management Plan is a compliment to the SOS Communications Management Plan. Since SOS has the primary role in communicating with SOS staff, end-users, and stakeholders, SOS has developed a robust communications plan (i.e., SOS Communications Management Plan) which serves as the foundation for all project communication. This Communications Management Plan is intended to reflect the communications plan, process, resources, and components managed and executed by Catalyst.

1.3 Standards

The project management processes described in the Catalyst Communications Management Plan and implemented throughout the VoteCal project are based on the Communications Knowledge Area (Chapter 10) of the Project Management Body of Knowledge (PMBOK), 4th Edition, published by the Project Management Institute.

The SOS has adopted the state's (previously Department of Finance's) Project Management Methodology as its standard, as was described in Section 200 of the Statewide Information Management Manual in March 2006 when the project was approved. The methodology also reflects industry-standard processes described in the Project Management Body of Knowledge (PMBOK).

1.4   Assumptions, Dependencies, and Constraints

There following assumptions were considered during the development of the Catalyst Communications Management Plan.

- This Catalyst Communications Management Plan has been developed as a supplement to the SOS Communications Management Plan, covering only those aspects of the communication management process that are specific to Catalyst and our team. The SOS Communications Management Plan should be referenced for the communications management processes being applied to the VoteCal Project.

- SOS will have the primary responsibility for conducting communications with end-users and stakeholders. Where appropriate and applicable, Catalyst will support SOS's communication activities and plan.

- Catalyst will lead project management activities that facilitate communication among the Catalyst Project Team members, in coordination with the SOS Project Manager.

- The Catalyst Organizational Change Management (OCM) Lead will define and lead the OCM processes and activities, except those specific to external stakeholder communications.   The Catalyst OCM lead will assist SOS in communications strategy, but SOS will take the lead role in developing and delivering communications.

- The OCM processes and activities, excepting those specific to communications, will be presented in the Catalyst Organizational Change Management Plan.

1.5   Document Control

Communications Management is a dynamic process that occurs throughout a project's life cycle. Accordingly, at a minimum, the communications management process will be reviewed at the end of each project phase and the Catalyst Communications Management Plan will be updated as required.

This document contains a revision history log. When changes occur, the version number will be incremented and the date, name of the person authoring the change, and a description of the change will be recorded in the revision history log of the document.

As with other work products of the VoteCal project, the approved Catalyst Communications Management Plan will be placed under configuration management in accordance with the Catalyst Document Management Plan (a subset of the Catalyst Project Management Plan). Also, in accordance with the Catalyst Document Management Plan, the Catalyst Communications Management Plan will be stored on the SharePoint server and available to the project team, the Independent Project Oversight Consultant (IPOC), Independent Verification and Validation (IV&V) vendor, and SOS senior management.

2.   Roles and Responsibilities

The following roles and responsibilities have been identified for the Catalyst communications management process.

2.1   Catalyst Organizational Change Management (OCM) Lead

Responsible for managing the Catalyst communications management process and maintaining the Catalyst Communications Management Plan

Work with the SOS Communications Lead, providing support in developing and refining the communication strategy and in developing and delivering communications

Designs necessary information for distribution to staff and other stakeholders

Assists SOS in posting appropriate information on the internal project website or external public website, after SOS' review and approve

Maintains a log or history of project communications

Provides other communication support as necessary to the SOS Communications Lead and Catalyst Project Manager

Updates the internal website with project announcements

Helps coordinate and conduct ad hoc "all-staff" meetings

2.2 SOS Communications Lead

Leads the SOS communications management process

Executes the delivery VoteCal project communications

Collaborates with the Catalyst OCM Lead on the development and refinement of the communication strategy and in developing and delivering communications

2.3 Catalyst Project Manager

Prepares and executes key communication activities (e.g., weekly status meetings, standing team leads meetings)

Coordinates relevant, project team-focused communications with the SOS Project Manager, the Catalyst OCM Lead, and SOS Communications Lead

2.4 Catalyst Project Management Office

Provides support to the Catalyst OCM Lead and Catalyst Project Manager

Maintains the project website

Maintains a project team communications distribution list

3. Stakeholder Analysis

The VoteCal Project is a significant undertaking, with many interested and affected parties involved. As part of the communications planning effort, SOS identified its end-users and potential stakeholders including internal SOS staff, oversight agencies, the legislature, county staff, statewide associations and organizations, and others. These stakeholders are identified and their communication needs are documented in the SOS Communications Management Plan.

In addition to the stakeholders identified in the SOS plan, the VoteCal Project and its staff are themselves a key stakeholder for which communication should be planned and executed. Accordingly, there is a distinction between end-user and stakeholder focused communication, and those communications conducted as part of normal project management and project operations. The SOS

Communications Management Plan focuses largely on end-users and serves as the base, foundational communications plan.

Additionally, complementary communications are included in this plan for internal, project needs. For example, the VoteCal Project staff has an on-going communication need related to the following:

- Updated project status;
- VoteCal Statewide Voter Registration System requirements and system functionality;
- Process design and descriptions;
- Change control items;
- Project plan and milestones;
- Organizational changes;
- Risks and issues; and
- Policy decisions and changes.

4. Communications Environment/Medium

As presented in the SOS Communications Management Plan, communication medium is the format for delivering messages to the targeted audience. To that end, a combination of communication methods will be used by the VoteCal Project to inform and communicate with SOS staff, end-users, and stakeholders.

In addition to those communication methods identified in the SOS Communications Management Plan, Catalyst will utilize additional methods to communicate with VoteCal Project team members. These methods are complementary to those presented in the SOS Communications Management Plan. The following table presents some of the key additional communication methods.

Table 4-1 Communication Methods

Method	Description
Catalyst SharePoint Site	The Catalyst SharePoint Site will serve as an internal web site and shared drive for purposes of communication and collaboration within the Catalyst Team. The tool provides an easy to access shared drive of in progress work product and deliverable documents to the Catalyst Team.
VoteCal SharePoint Site	The VoteCal SharePoint Site will serve as an internal web site and shared drive for purposes of communication and collaboration between Catalyst and SOS. The tool provides an easy to access shared drive of project deliverables submitted for SOS review and approval and contract documentation to the Catalyst and SOS Team members.
Weekly Status Meetings	The project will conduct weekly status meetings with the SOS and Catalyst Project Directors and Project Managers. These meetings focus on the status of the project and key issues/risks that need to be addressed. Attendees include the SOS and Catalyst Project Directors and Project Managers.

Method	Description
Project Team Meetings (All Staff)	On occasion, "all staff" meetings will be held with the entire VoteCal Project Team, including SOS and Catalyst team members. These project team meetings will be held on an as-needed basis. Project Team Meetings will typically be held when information needs to be shared with all project team members at the same time. Other Project Team meetings will be coordinated as part of a broader change management effort. As an example, Project Team Meetings may be held at the end of each project phase to acknowledge the conclusion of that phase. Attendees include all SOS and Catalyst VoteCal Project Team members.
Catalyst Team Lead Meetings	Regular meetings with the Catalyst Project Team Leads (Functional, Technical, OCM, and others) will be conducted to facilitate cross-team communication. The purpose of the meetings is to share key project news, issues, risks, schedule, and other project information with the team leads. Team leads may also conduct their own team meetings, with their respective teams, as needed. The team lead meetings will be scheduled, coordinated, and facilitated by the Catalyst Project Manager. Attendees include the Catalyst Project Team Leads and the Catalyst Project Manager.

5. Implementation Plan

The Catalyst Communications Management Plan will be implemented in conjunction with and serve as a supplement to the SOS Communications Management Plan. The implementation plan for communications activities is reflected in the VoteCal Communication Plan Matrix presented in Appendix A of the SOS Communications Management Plan and supplemented by the additional communication methods presented in the following table.

Table 5-1 Communication Plan Matrix Additions

Medium for Communications	Author / Reviewer / Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Catalyst SharePoint Site	Catalyst PMO	Catalyst Project Staff	Repository for project information (in progress work product and deliverable documents).	Daily/On-Going	SharePoint
VoteCal SharePoint Site	Catalyst PMO	All Project Staff	Repository for project information (project deliverables and contract documentation).	Daily/On-Going	SharePoint
Weekly Status Meetings	SOS and Catalyst Project Managers	▪ SOS and Catalyst Project Directors ▪ SOS and Catalyst Project Managers	▪ Focuses on the status of the project and key issues/risks that need to be addressed. ▪ Provides timeline face-to-face updates on key project components, and allows a forum for dialogue and issue resolution.	Weekly	Meeting

Medium for Communications	Author / Reviewer / Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Project Team Meetings (All Staff)	SOS and Catalyst Project Managers	All Project Staff	Provides opportunity to share information with entire project team at once	As Needed	Meeting
Catalyst Team Lead Meetings	Catalyst Project Managers	■ Catalyst Project Managers ■ Catalyst Team Leads	■ Regular meetings with the Team Leads (Functional, Technical, OCM, and others) ■ Facilitates cross-team communication. ■ Opportunity to share key project news, issues, risks, schedule, and other project information.	Weekly	Meeting